

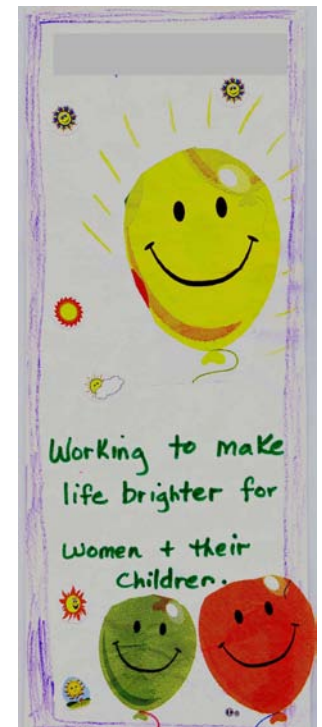
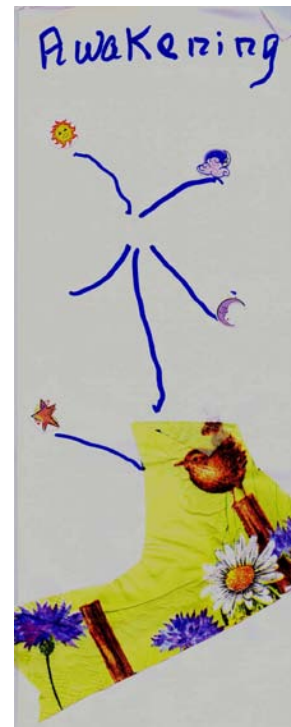
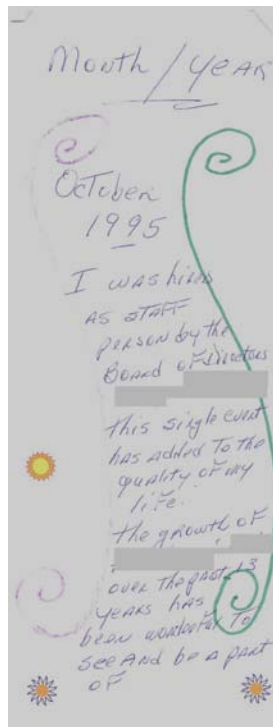
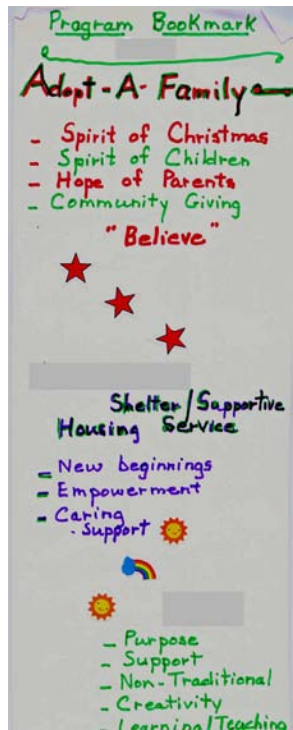


*Parent organization*...a place to  
turn when you need to for  
information, for the comfort of  
being with other women; a place  
to turn where someone will help  
you work things out  
(Staff Member, 2008).

# History

## Honouring Our Past...Shaping Our Future

I remember the Grand Opening of Parent Organization on International Women's Day. It was powerful. It was the first time I left my newborn. After that, I took my son with me. He loved to play in the kitchen. Now I've come back. I've come full circle (Staff Member, 2008).



## Visioning the Future: 2020



We have a brand new facility and a staff of 15 now, a website, coffee house, entrepreneurial center, on-site counseling, and medical/dental care. We have a legal advisor who gives free advice to the women. We have a daycare centre and offer Do-it-Yourself programs for home repair, photography, and gardening. The educational component has really grown - we now offer GED onsite, reading, writing and math programs, peer tutoring, and more. And of course we still celebrate International Women's Day. We don't do the Run for the Cure anymore because there is a cure. ... Plus we now have an affordable apartment complex with 20 apartments. We don't need to fight for funding anymore and actually are mostly self-sustaining...

## Letter to my Grandchild: The Impact of **Parent Organization**

Dear Darnell, Cicely, Jenna, and Alex,

Grammie belongs to the great organization called **Parent Organization**. The **PO** helps mommies and their children who are in need of help. You may or may not know that there are many children and families who live in poverty, abusive situations, and with depression and there are wonderful women and volunteers who assist them in so many ways. It is my hope that you will never encounter these "realities" of life, but if you do always know that there is someone out there to help you.

Right now the **PO** offers many programs: **Program 1**, **Program 2**, **Program 3**, Back-to-School, and many more. It is my hope that the **PO** can receive more monies to assist the ever-growing clientele that they serve. It would be nice to have a bigger and brighter house, a playground, educational programs, and more staff. But overall, it is Grammie's hope that no child or family encounter "realities" that make them need the **PO** at all.

## Letter to my Grandchild: The Impact of **Parent Organization**

Dear Nicholas,

You might not believe me but in my day a woman would never have been a Prime Minister. Women lived on the fringes of society, often in poverty.

Now we are an equal part of society. We still do most of the cooking and cleaning but we are also doctors, lawyers and engineers.

You accept women as your equal; you respect them. This came about through the hard work of dedicated women who encouraged young women to become educated and take control of their lives and their destinies.

**Parent Organization** lobbied governments to improve the lives of women, worked to change attitudes and policies that negatively impacted on women.

I played a small role in the process and always received more than I gave...

## **Vision:**

**Parent Organization** is partially self-sustaining and recognized throughout **geographic area** as an empowering and inclusive one-stop multi-service women's centre. **Parent Organization** respects and honours women by delivering programs and services that meet women's needs, engaging in partnerships based on shared values, creating community and political space for women's voices, and initiating policy change from a feminist perspective.

## **Mission:**

Recognizing that women are experts on our own lives, **Parent Organization** enhances the lives of women in **geographic area** by providing respectful, supportive and inclusive women-centred services in a welcoming, safe space and by advocating for policy change from a feminist perspective.

## **Draft Values Statements:**

Respect: We respect the strength, intrinsic worth and dignity of women and the right of women to choose their own lives and to be respected and supported for their choices.

Empowerment: We foster self-determination and promote the empowerment of women individually and collectively to take control of their lives and speak their own truth.

Inclusiveness: Because every woman is important and valued, we employ an anti-oppressive/non-discriminatory philosophy, approach and practice.

Systemic Change: We work with individual women and community partners toward equal and just social, political and economic systems for women and their families.

Accountability and Trust: With women, volunteers, staff, donors, partners and communities, we build relationships that are open, accountable and ethical, respect confidentiality, and are built upon mutual trust.


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*My own experience as a single parent was to hide the Wish Book...because I couldn't afford to buy them anything in there. The Adopt-a-Family program is important because at Christmas parents want to give to their children...it gives them hope.*

*One year at Christmas we received a call on Christmas Eve. A mother who was very upset explained that all her daughter wanted for Christmas was a basketball and a jewelry box. She couldn't afford the gifts and wondered if there was any way **Parent Organization** could help. I hung up the phone wondering how on Earth I was going to find the gifts at the end of the day on Christmas Eve. At that moment, there was a knock on the door. The man told me that he wanted to donate the same gifts to another child that his own daughter wanted for Christmas: a basketball and a jewelry box. Since then, I believe (Staff Member, 2008).*

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**Integrity**  
**Learning**  
**Teamwork**  
**Pride**



*We believe in our core values...  
...and it shows.*

*Thank you to our employees, clients and partners for making this such a great place to work.*

**Honouring Our Past...Shaping Our Future**

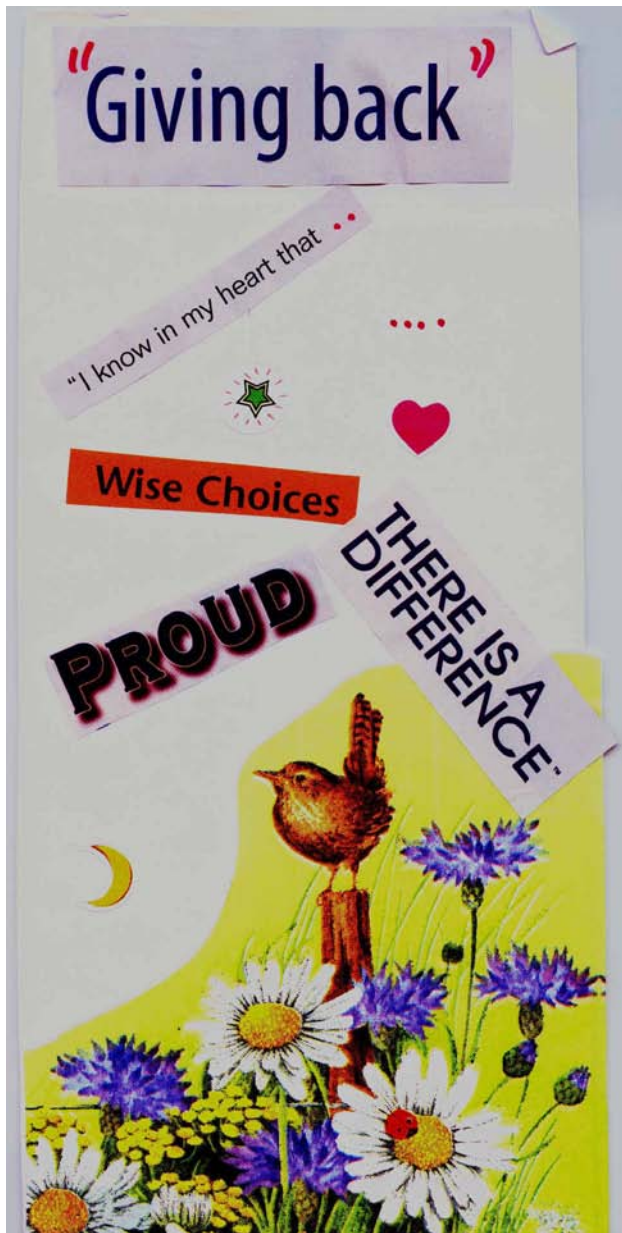
*Things are not yet OK for women so we can't rest. We are here to honour women, at our events and in everything we do every day. We are increasing women's ability to benefit from our society (Board Member, 2008).*

**Strategic Plan Overview  
2008-2011**

Strategic Goal	Objectives	Responsibility	Resources	Timeline for Completion
<p>Goal 1: Increase the capacity and effectiveness of the board through board development and planning.</p>	<p>1.1 Develop Terms of Reference for board members, including Terms of Reference for Directors at Large and each Officer position.</p>	<p>1.1 Board</p>	<p>1.1 Board member time</p>	<p>1.1 By December 2008</p>
	<p>1.2 Develop a board orientation package that includes Terms of Reference, Board Meeting Minutes for the previous 12-24 months, the Strategic Plan, PO program information, and expectations/commitment required of board members.</p>	<p>1.2 Board</p>	<p>1.2 Board member time, supported by staff time compiling PO program information and possibly past Board Meeting Minutes.</p>	<p>1.2 By March 2009</p>
	<p>1.3 Review Bylaws to ensure that size of board and meeting frequency are clearly outlined.</p>	<p>1.3 Board</p>	<p>1.3 Board time</p>	<p>1.3 Before AGM 2009</p>
	<p>1.4 Develop an annual board workplan. In the 2008-2009 workplan, include plans for board education/development and leadership on bringing the organization together as one entity as well as the annual planning retreat.</p>	<p>1.4 Board</p>	<p>1.4 Board time, possibly dollars for board development (recommendation: a board education session as part of every board meeting or every second board meeting plus one annual board retreat...budget of \$1000-\$5000 annually)</p>	<p>1.4 Annually 1-2 months following the AGM. The 2008-2009 board workplan should be completed by October 2008.</p>

Strategic Goal	Objectives	Responsibility	Resources	Timeline
<p>Goal 2: Increase organizational support for <b>Parent Organization</b> staff.</p>	<p>2.1 Develop an <b>PO</b> Policy and Procedures Manual. Policies to include: Staff Meetings (regular basis), Staff Communication Policy.</p>	<p>2.1 Staff, Co-Coordinator or a Staff Committee (completed Policy and Procedures Manual to be approved by board)</p>	<p>2.1 Staff time: 60-80 hours</p>	<p>2.1 By March 2009</p>
	<p>2.2 Train staff to use the Policy and Procedures Manual.</p>	<p>2.2 Staff, Co-Coordinator</p>	<p>2.2 Staff time: 10-15 hours</p>	<p>2.2 By May 2009</p>
	<p>2.3 Develop <b>PO</b> Human Resources Policies. Policies to include: Staff Development Policy.</p>	<p>2.3 Staff, Co-Coordinator or a Staff Committee (completed Policy and Procedures Manual to be approved by board)</p>	<p>2.3 Staff time: 80-100 hours</p>	<p>2.3 By March 2010</p>
	<p>2.4 Orient staff to the <b>PO</b> Human Resources Policies.</p>	<p>2.4 Staff, Co-Coordinator</p>	<p>2.4 Staff time: 10-15 hours</p>	<p>2.4 By May 2010</p>
<p>Goal 3: Strengthen the relationship between <b>Parent Organization</b> and the community.</p>	<p>3.1 Develop a Communication Plan. Include: updating and expanding the website, a policy on communicating with the public (consistent messaging by all staff and board), and plans for expanding community partnerships including in-kind.</p>	<p>3.1 Staff, Co-Coordinator</p>	<p>3.1 Staff time: 35-50 hours</p>	<p>3.1 By summer 2009</p>
	<p>3.2 Implement the Communication Plan.</p>	<p>3.2 Staff, Board</p>	<p>3.2 Staff time: unknown (Possibilities: hire a Web Developer (\$1500-\$3000), identify primary spokespeople for the organization)</p>	<p>3.2 By summer 2011</p>





Honouring Our Past...Shaping Our Future  
*When women accomplish changes they are so proud, and we facilitate that...each woman becoming a star in her own right (Volunteer, 2008).*

The issue: equality and justice for women and wanting to have women's voices heard. Respect for all women is and continues to be paramount, not only from and to me but for all girls and women regardless of their position in society (Staff Member, 2008).

Strategic Goal	Objectives	Responsibility	Resources	Timeline
<p>Goal 4: Develop a Fund Development Plan for <b>Parent Organization</b> that fulfills the needs identified in the Capacity Assessment.</p>	<p>4.1 Develop a fund development plan for <b>Parent Organization</b>. Include exploring the possibility of finding and funding a new space for <b>PO</b>, exploring the possibility of funding a Volunteer Coordinator, exploring the possibility of hiring a Fund Developer (or dedicating existing staff).</p>	<p>4.1 Staff, Co-Coordinators (completed Fund Development Plan to be approved by board)</p>	<p>4.1 Staff time: 35-50 hours (Possibility: hire a Fund Developer to write the plan)</p>	<p>4.1 By summer 2010</p>
	<p>4.2 Implement the Fund Development Plan.</p>	<p>4.2 Staff, Co-Coordinators</p>	<p>4.2: Staff time: unknown (Possibilities: hiring a Fund Developer (cost unknown), hiring a Volunteer Coordinator (recommend a Job Creation Partnership).</p>	<p>4.2 By summer 2011</p>
<p>Goal 5: Complete a Capacity Assessment of <b>Parent Organization</b> to determine staffing and funding needs for optimum efficiency and organizational effectiveness.</p>	<p>5.1 Develop a plan or methodology for the organizational Capacity Assessment. Include practical ways that each staff person can assess what she does, how she does it, the priorities of her job, what she actually has time to do in her paid time, and what she does not actually have time for.</p>	<p>5.1 Staff, Co-Coordinators or Staff Committee</p>	<p>5.1 Staff time: 35-50 hours (Possibility: Hire a Consultant to complete the Capacity Assessment (\$6,000+)).</p>	<p>5.1 By March 2009</p>
	<p>5.2 Complete the Capacity Assessment: data gathering, analysis, report that includes recommended Action Steps toward maximizing organizational effectiveness.</p>	<p>5.2 Staff, Co-Coordinators (completed Capacity Assessment Report to be accepted by board and recommendations to be incorporated into board workplan)</p>	<p>5.2 Staff: Co-Coordinators (Possibility: Hire a Consultant to carry out the Capacity Assessment plan and write the Report (\$6,000+)).</p>	<p>5.2 By March 2010</p>